



Southwestern Hosts DOE-Wide Safety Meeting

by Sharon King & Sharren Ripley

The Annual Department of Energy Safety Managers Meeting, held at Southwestern Power Administration on May 11-12, featured speaker John Kolak, a Certified Safety Professional with 21 years of experience in the utility industry. Kolak began his career as a Lineman for Wisconsin Power and Light Company, where he was later responsible for managing electrical safety. Currently, John is the Divisional Manager of Safety and Health for Colorado Springs Utilities.

An award-winning author, he speaks often at national seminars on Industrial Safety Management. Formerly on the Safety Studies faculty at the University of Wisconsin-Whitewater, he continues to teach at the collegiate level today. Kolak holds a BS in Management and a MS in Occupational Safety.

In his fast-paced two-hour presentation, Kolak informed, educated and entertained his audience. The following are just some of the excerpts and highlights of this dynamic program.

"We were very good friends, but I was in management then. There was this uneasiness in the room. It was many, many years ago. Bill, one of my employees and a friend as well, while on the job, was burned so badly that they amputated his arm at the shoulder. This was a life-changing experience for me. That day I told myself I was never going to let this happen again."

"I still remember how painful that experience was. I can remember how

it smelled. It's imprinted on my brain. I could smell his flesh burning," stated Kolak.

It's corny but it's true: "Safety doesn't happen by accident. The best organizations in safety management don't throw their hands up and leave things to chance." Kolak asked, "Is



John Kolak

safety a core value to you? Will you make it a priority, especially when the pressure is on?"

Kolak explained that management and safety issues are often seen as separate entities when in fact they should be integrated. According to him, "If you are already a good manager, you have 80 percent of the skill you need to manage safety; but the question is, will you do it? "

Kolak repeatedly stressed that "good managers take all the safety knowledge in their heads and force it down to their guts. Managers must determine what they believe about safety and how important it is to them; otherwise, it comes across as plastic. What you do when you are alone is really key; that's what's in your gut – your passion for safety."

"Good managers take all the safety knowledge in their heads and force it down to their guts."

Kolak emphasized that it is more expensive to react to accidents than prevent them from happening in the first place. The losses associated with safety are very costly in terms of money, manpower, pain and suffering, and low morale.

"It is management's responsibility to reinforce desired behaviors. Safety managers are in the business of selling the program and influencing the behavior of others."

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DOE Visit Assesses Southwestern Y2K Readiness

by Sharon King and Sharren Ripley

Kathleen Centeno and Joe Saliunas of The Department of Energy's (DOE) Office of the Chief Information Officer (CIO) conducted a site visit to Southwestern Headquarters on May 25 to discuss Y2K activities.

In their report, the CIO representatives offered the following summary assessment of Southwestern's Y2K Program:

- Southwestern has a well-thought-out Y2K program that has the commitment of senior management.
 - Mission critical systems (Integrated Accounting System and Supervisory Control and Data Acquisition/Automatic General Control) are Y2K ready.
 - Required Independent Verification and Verification and end-to-end testing are certified complete for both of the mission-critical systems.
 - An active outreach program is in place with specific objectives, target audiences and core messages explicitly defined.
- This program is representative of communications program best practices and worthy of emulation.
- Southwestern has done considerable work in business continuity planning;
 - Draft contingency plans, consistent with North American Electric Reliability Council guidance, have been developed.

Among other noteworthy team findings were that Southwestern "uses meetings, mailings, and a web site to provide Y2K information to stakeholders. They have had meetings with their employees, customers, and the U.S. Army Corps of Engineers to discuss Y2K preparations."

Y2K CONFERENCE

On June 30, 24 Southwestern, customer, and U. S. Army Corps of Engineer representatives met in Southwestern's Springfield office to discuss Y2K readiness issues.

Joe Durham, Electrical Engineer, presented a synopsis of Southwestern's efforts. Some key topics were:

- Summary of various reports the agency is required to make (e.g., reports to Southwest Power Pool, North American Electric Reliability Council (NERC), and DOE, Congressional inquiries, etc.)
- Mission-critical systems (Integrated Accounting System and Supervisory Control and Data Acquisition/Automatic General Control)
- Non-mission critical systems (telephone, Local Area Network, video-conferencing, etc.)
- Evaluation of electric power system components and related facilities (meters, relays, remote terminal units, analog microwave, and fiber-optic communication equipment are Y2K ready).
- Potential failures (e.g., saturation of public phone system)
- Pre-2000 Recommendations (e.g., check batteries and generators to make sure they are in good shape, provide for backup communications, etc.)
- Rollover plans (additional dispatchers, man maintenance facilities, etc.)

A letter was sent to NERC from the Administrator stating that Southwestern is Y2K ready on its power transmission system as follow-up to the final Y2K readiness report submitted to NERC on June 29, 1999.

David Sargent, Black and Veatch Planning Engineer, presented an overview of the Southwestern Operations and Maintenance Y2K Contingency Plan and the System Restoration Plan.

One of the main concerns expressed was potential communication problems. Some utilities are purchasing satellite phones to use for emergency communications. (Southwestern is purchasing one satellite phone to comply with the Southwest Power Pool requirement.)

Other attendees then presented their efforts and plans for Y2K. It is reassuring to hear how diligently everyone is working to assure a successful "zero hour." ♦

Kolak's Words of Wisdom for Managers

- Set up policies that are very rigorous and administer them fairly.
- Be consistent. It takes a commitment but it is worth doing.
- Keep the lines of communication open.
- If you are suddenly going to change the rules, let the employees know.
- Culture is developed because of continued reinforcement of behavior.
- How do you convince someone that a behavior is unacceptable? Do something about it in word and action with credibility.
- Safe behavior should be praised promptly, and unsafe behavior should be corrected promptly.

It is important to remember that cultures change a little bit at a time.

The Annual DOE Safety and Health Meeting - An Honor and a Success

Mr. Les Bermudez, DOE's Federal Employee Occupational Safety and Health (FEOSH) Program Manager, was the first guest speaker.

He noted that the Occupational Safety and Health Managers had initiated the first ever DOE-wide FEOSH Program self-assessment last year. Among their other accomplishments is a safety handbook, internet outreach, the seatbelt program, and safety and health surveys.

The following information, included in the FEOSH website, reveals more about the program: "The FEOSH Program serves as DOE's corporate resource, working to ensure safe and healthful working conditions for Departmental employees. There are approximately 16,000 DOE Federal employees, dispersed throughout power marketing administrations, the energy technology center, Headquarters, operation and field offices. The FEOSH Program supports line management through the transfer of pertinent information, guidance, technical expertise and assistance, and program evaluation." 💧

[http://nattie.eh.doe.gov/feosh/welcome/index.html-ssi:](http://nattie.eh.doe.gov/feosh/welcome/index.html-ssi)



NATIONAL HISPANIC PROGRAM

by Carlos Valencia

As Chair of the U. S. Department of Energy (DOE) National Hispanic Employment Program Managers Advisory Council (Council), Southwestern's Carlos Valencia acts as chief spokesperson and presides at all general meetings.

At Southwestern, Valencia serves as an Electrical Engineer/Project Manager.

The Council was chartered in 1996 to serve as an advisory body to the Secretary and DOE's senior officials on issues affecting Hispanics. It consists of Hispanic Employment Program Managers and Deputies throughout DOE.

The Council provides an outreach program to attract Hispanic students to science and engineering careers. A leadership forum was developed for Middle and High school students and presented for the first time at the Ft. Vancouver High School as part of the December 1998 semi-annual meeting held in Portland, Oregon.

The forum consisted of a morning of fun and learning through leadership enhancement and problem solving skills. DOE Hispanic professionals

facilitated the exercises.

Following the exercises, Council members concluded the meeting by stressing to the students that staying in school is crucial for success.

Activities such as this promote the Council's mission of encouraging equal employment opportunities for Hispanics throughout DOE. 💧



Pitching in Pays Off!

The Gore line crew is saving bucks for Southwestern by rotating two crew members every two weeks to work with the Springfield group.

This practice will continue until a new lineman is hired in Springfield.

The Value of Hydro . . . From the Perspective of the Next Generation

During the past school year, thousands of U.S. high school debate students studied and researched renewable energy, including hydropower. What did they learn about the world's No. 1 source of renewable energy? Lots!

We recently interviewed several students who argued for the increased use of hydropower and made strong showings at state, regional, and national competitions. They say their exposure to hydro allowed them to clear up several misconceptions and gain new insights. More importantly, they've become advocates for the resource.

Debunking the Myths

The team of Drey Cooley and Chris Roberds from Kickapoo High School in Springfield, Missouri, debated a hydropower plan at the national debate tournament, placing in the top one-fifth from among more than 200 teams. They advocated adding advanced hydro technology at selected existing dams.

Cooley and Roberds said that when they began the debate season, they assumed that if there was a dam, there was hydro-

power. They were surprised to learn that only 3 percent of the dams in the U.S. are equipped with hydroelectric generating facilities.

"I'd also heard that hydropower is inexpensive, but I didn't realize how efficient it was," Roberds said.

Both students came away from their debate experience advocates of hydro, and would like to see the use of hydropower increased. "Although not well known or understood, hydropower is efficient and decreases pollution over fossil fuel," they argue.

Hydro: The Environmental Renewable

Chad Whittaker, captain of his debate squad this year at Gahanna High School in Gahanna, Ohio, considers himself a big environmentalist. He said when he first began researching renewables, he worried about hydropower projects killing fish. Then he read through the information provided by the Renewable Energy Debate Project.

"I learned how the hydropower industry is trying to save fish populations," Whittaker said.

Whittaker wrote several debate plans that included a variety of renewable energy sources, including hydropower. He put hydropower in his plans because he considers it the most reliable of the renewables. He also was able to throw off opponents who had a hard time coming up with undisputed negatives to hydropower!

Learning . . . and Winning

Jeremy Craig, who debated in the national tournament as a sophomore from Permian High School in Odessa,



Texas, said he learned "mainly how feasible hydro is, how much technology there is, and how many needs it can provide for."

Craig joined Allison Harvey to compete in the national debate tournament when Harvey's partner could not attend. They used the plan she wrote - to create a new federal board to administer hydropower project licenses and relicenses. Harvey said she and Craig won all of their affirmative rounds - advocating hydropower - at the tournament.

Using What They Learned

All of the students interviewed said they were influenced by what they learned about hydropower, and

are putting their knowledge to work in practical applications.

Chris Roberds is using the topic of "increasing use of hydropower" for research papers and speeches in English and political science classes as a freshman at Southwest Missouri State University in Springfield. He says the reaction to his work has been positive. "One professor told me he hadn't realized the extensive opportunities that exist to add hydropower at existing dams, and that he had the same misconceptions about hydro that

I'd initially had," Roberds said. "I'm excited to be reshaping people's opinions and educating them about hydro," Roberds said.

Roberds has not declared a major, but said the renewable energy debate topic may have pushed him closer to choosing a political science or law career, and it certainly opened up job possibilities in those fields that he hadn't considered. He said he figures he knows more about the Federal Energy Regulatory Commission and government regulation of electricity generation sources than most people his age!

Renewable energy also influenced Drey Cooley, who is a freshman at Washington University in St. Louis. Like Roberds, Cooley has not declared a major, although he, too, is interested in political science. "Renewable energy is going to be a major political issue, and one I now know quite a bit about," Cooley said.

Allison Harvey is a freshman political science major at Baylor University in Waco, Texas. She plans to go to law school, practice international law, and run for state and federal office someday - perhaps even the presidency. "Being in debate, and hearing both sides, I'm still confused about whether there is an energy crisis, but something needs to be done," she said, adding that she believes changes in energy supply sources will be made by her generation.

Jeremy Craig says his dad considers him a "renewables expert," and recently sought his advice about the

feasibility of using hydropower to supply electricity for a ranch he's considering purchasing.

Offering Advice

Debaters are opinionated, and the young people we interviewed generally agreed on their advice for spreading the word about hydropower.

"NHA (the National Hydropower Association) really needs to work to let the future of America know how hydro works and why it works, so it doesn't take someone in debate to know that hydro is the No. 1 renewable source of energy," Chad Whittaker said.

Drey Cooley suggested that the industry work to place technical and research articles about hydropower in more general audience magazines, to reach a wider audience. Technology research also should continue, he said.

"To some people, renewable energy is a myth," Harvey said. "If more people knew about hydropower and what it currently offers and has the potential to offer, I believe there would be a strong push for it." 💧

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NATURE'S FURY STRIKES AGAIN

by DeAnn Rhea



By now, recovery is well underway from the deadly tornadoes that struck on May 3 and 4, 1999. The National Oceanic and Atmospheric Administration reported that 45 twisters ripped through central Oklahoma and 14 hit south central Kansas. Over 40 died, thousands of homes and businesses were completely destroyed, and entire neighborhoods were wiped out. At least one tornado was a mile wide at times with winds exceeding 317 miles per hour.

Southwestern was directly affected by these recent traumatic events. Civil and Engineering Technician Linda Wells' mother sustained significant damage to her home and property, but suffered no injuries. The family of

Janet Morgan, a former Southwestern employee, was affected as well when her sister and five children were uninjured, but lost their home and possessions. Both families reside in hard-hit Midwest City. The effects, both physically and mentally, will undoubtedly leave their scars for many years to come.

The Southwestern transmission system was almost unscathed. Power was lost for a short time at the Ft. Gibson microwave station and some lines tripped out at Broken Bow and Springfield; but the lines were operational within moments. There was no physical damage to Southwestern's system.

Parts of Texas, Oklahoma, Kansas, and Nebraska are located in what is called "Tornado Alley." Although twisters can happen anywhere in the world, over 75% of all tornadoes in the United States occur in Tornado Alley. Why? Well, tornadoes usually develop in low pressure areas of high winds. The collision of two different air

masses of varying temperatures is also essential. These conditions exist in Oklahoma and the rest of the Alley where warm moist air from the Gulf of Mexico clashes with dry cold air from the Great Plains. Tornadoes are generally classified from F0 to F5, determined by the wind speed or how much they destroy. Wind speeds range from 40 m.p.h. at an F0 to well over 300 m.p.h. at the F5 level.

Advance planning and quick response are the keys to survival. The Federal Emergency Management Agency (FEMA) has an excellent web page that provides vital family tips concerning tornado safety preparation:

<http://www.fema.gov/library/tornadof.htm>



Although personal satisfaction in a job well done is essential, outside recognition and respect are equally important.

On June 9 Southwestern was acknowledged by Deputy Secretary of Energy T. J. Glauthier. Joe Malinovsky, Director, Division of Acquisition, Property, Safety and Environmental Management, was presented a plaque signed by Secretary of Energy Bill Richardson. It reads:

"POWER ADMINISTRATION OF THE YEAR AWARD. Presented to Southwestern Power Administration. In recognition of your outstanding achievement in providing substantial contracting opportunities to small business. Fiscal Year 1998."

The process began in May 1999 when Southwestern submitted its FY 98 goals and achievements to DOE's Director, Office of Small and Disadvantaged Business Utilization in Washington, DC.

Southwestern exceeded its small business goal by more than 200 percent. The agency awarded 15 percent of its total procurement dollars as set-asides to small businesses and 29 percent of its total procurement dollars through the 8(a) program. The 8(a) goal was exceeded by almost 300 percent.

Southwestern's Small Business Program Manager, Scott Burns, and his dedicated staff are to be commended for this achievement.

Elements of the program include recognition of special initiatives for small businesses, including targeted projects, and an active Outreach Program, which consists of:

Ongoing internal coordination and assistance with Southwestern's Division of Engineering and Planning, and Maintenance Managers;

- Contact with small business sources including the Small Business Administration, state and local small and disadvantaged business representatives, and small businesses themselves through face-to-face contacts and professional conferences and meetings;
- Southwestern publications, including the small business home page, as well as special tools for small business, including lists of services and supplies purchased by Southwestern; and
- Active participation in the National Contract Management Association, a professional organization that promotes professional business practice, ethics and education in the business world. 💧



Joe Malinovsky receives prestigious award from T. J. Glauthier

National Contract Management Association Of Tulsa - NCMA

by Paula Cheney-Neigum

Southwestern's Paula Cheney-Neigum, newly elected President of the Tulsa Chapter of NCMA, looks forward to the challenges of her upcoming term. She believes strongly that the support of her fellow officers will help make this a very successful year for the chapter.

One of the Tulsa chapter's goals this year is to increase membership. This will be accomplished through one-on-one contact with other agencies and businesses in the area as well as setting up a Web page to help local business people keep abreast of chapter activities. Diversifying to incorporate speakers from other than the Federal Contracting sector is another goal for the 1999-2000 term. Paula believes that the NCMA vision demands that the needs of the entire profession be addressed, both in federal government and in the public environment. Membership has also been expanded to include Real Property Managers, adding yet another professional branch to the organiza-

tion. There are plans to develop and execute a membership retention plan.

The group is slated to participate in the NCMA World Congress 2000, to be held next April. Among the goals to meet before that date are drafting an Educational Assistance Program for members, updating the membership directory, and developing long-range and annual operating plans for submission to NCMA headquarters.

Although the chapter is committed to continuous professional development for its members, it is involved in the community as well. The group is signed up to participate in this year's United Way Day of Caring to be held on September 10. 💧



Update

Educating Southwestern

by Sharon King

The eighth installment in the year-long FY 1999 mandatory training at Southwestern was held on May 3. The topic of the session was Southwestern's newly-installed Oracle financial system.

Bob Purnell, Director, Division of Information Resources Management, spoke for the Oracle implementation team.

Gary Swartzlander, Director, Division of Financial Management, gave an overview of the Activity-Based Costing (ABC) system recently introduced at Southwestern.

The dispatch operations and merchant function was the topic of session nine held on June 7. **Jerry Johnson**, Director, Division of Scheduling and Operations, explained that there are two main areas of dispatch: Operating the transmission system and matching generation with load. Also, while the agency experimented with a merchant function, it was determined that maxi-

mizing peaking and supplemental deliveries was more beneficial to preference customers.

The tenth session took place on July 12. Assistant Administrator **Tim Meeks** of the Washington, D.C.-based Power Marketing Liaison Office (PMLO), was the presenter. He explained that the functions of the PMLO are many and varied and include: maintaining liaison with the Secretary, Department of Energy (DOE); keeping Administrators aware of issues affecting the PMAs; tracking pertinent legislation, coordinating approval of rate packages, maintaining relationships with industry, customer groups, and Congressional staff and preparing issue papers for the DOE Secretary.

Session eleven was held on August 2.

Dallas Cooper, Assistant Administrator, Office of Maintenance, presented a comprehensive overview of that organization. His presentation included digital photographs of maintenance crews: transmission line crews, substation crews, right-of-way crews, general maintenance crews, the equipment they use and maintain. 💧

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FOR THE NEW MILLENNIUM THE
UPDATE IS GETTING A NEW LOOK.
WATCH FOR IT IN FY2000